



## MANAGING AND IMPROVING WORK PROCESSES

## COURSE DESCRIPTION

This class examines how work processes impact work effectiveness. Participants will learn how to analyze current work processes, break down processes into tasks, and apply a process improvement strategy. Skills learned in this class will be applicable to the management of any work process.

## JOB OUTCOMES

- Determine the proper management tool for a work process
- Analyze work processes using specific tools and techniques
- Apply strategies to improve work processes

## BENEFITS OF IMPROVING WORK PROCESSES

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## MANAGING AND IMPROVING WORK PROCESSES

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What is a work process?

A work process is a method of doing something, generally involving a number of sequential steps to transform inputs into outputs that lead to a specific outcome.

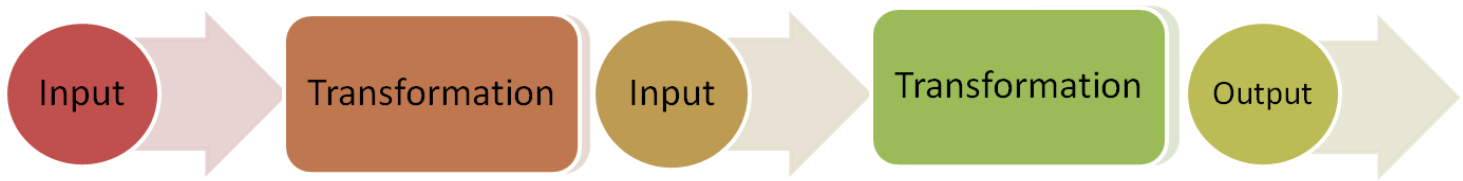
The following figure diagrams a simple process:



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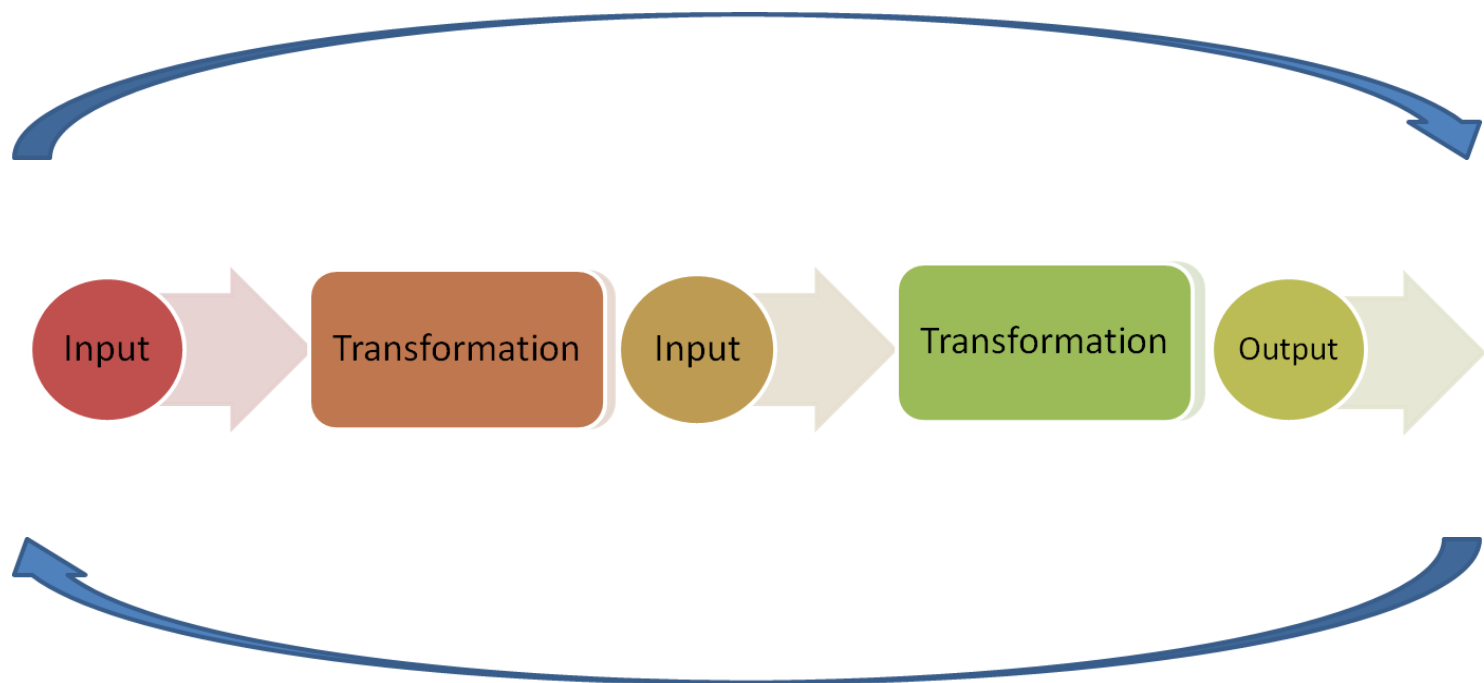
## A LINKED WORK PROCESS

In a linked process, the output for one process becomes the input for another process. Below is a diagram of a linked process:



## FEEDBACK IN A LINKED PROCESS

Throughout a process, feedback is necessary to ensure quality. This feedback includes problems as well as suggestions for improvement. Below is a diagram of a feedback loop.



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## CLASS ACTIVITY - SPACE TIGER TRANSPORT

You will be assigned a role in a structured, multi-step work process. You will be given the following information:

- (1) General employee guidelines
- (2) Quality assurance compensation
- (3) Instructions for the role you will assume
- (4) Upon completion of the STT Activity, take a few minutes to make some notes regarding how you would evaluate the following:



### Communication and feedback:

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### Decision-making:

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### Leadership:

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### Bottlenecks, inspections:

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### Layout:

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### Customer focus:

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### Inputs, Transformations, and Outputs:

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## MANAGING AND IMPROVING WORK PROCESSES

## THE THREE PHASES OF PROCESS MANAGEMENT

- 1 **Process assessment** includes determining the sequence of tasks and activities involved in delivering an output or producing an outcome.
- 2 **Process analysis** involves collecting data from a process in order to identify more efficient and effective ways to perform the process.
- 3 **Process improvement** is trying new methods and/or different workflows to accomplish the outcome. Typically this means modifying, eliminating, simplifying or combining process steps.

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
# MANAGING AND IMPROVING WORK PROCESSES

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PHASE 1 - PROCESS ASSESSMENT

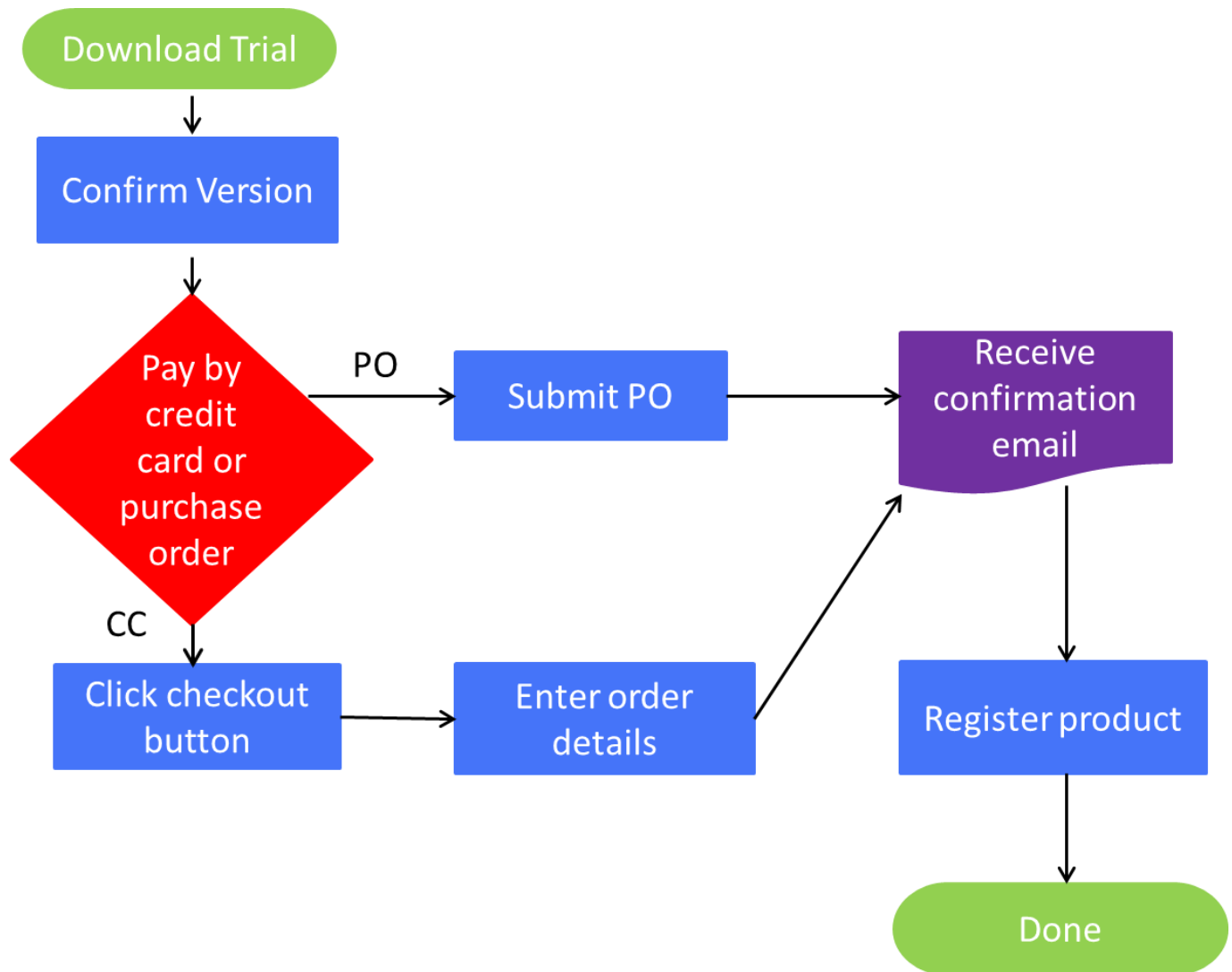
## FLOW PROCESS CHART SYMBOLS

A flow process chart illustrates the process one step at a time, classified by function, using the following symbols:

SYMBOL	MEANING	DESCRIPTIONS AND EXAMPLES
<div>Oval</div> <div></div>	Terminators Start / Stop	<div>This symbol is used to indicate both the beginning and end of your program.</div> <div><ul style="list-style-type: none"><li>Revise manual, Manual revised and uploaded to website</li><li>Create Flowchart, Flowchart created and implemented</li></ul></div>
<div>Rectangle</div> <div></div>	Process	<div>This symbol shows a process, task, action or operation. It shows something that has to be done.</div> <div><ul style="list-style-type: none"><li>Check for errors</li><li>Package for shipping</li></ul></div>
<div>Diamond</div> <div></div>	Decision	<div>This symbol indicates a question or branch in the process flow. The answer will determine which arrow you will follow from the decision.</div> <div><ul style="list-style-type: none"><li>Has application met all requirements? Approve, Decline</li><li>Which fruit? Apple, Orange, Banana, Watermelon</li></ul></div>
<div>Rectangle with a wave</div> <div></div>	Document	<div>This symbol indicates a step that produces a physical document.</div> <div><ul style="list-style-type: none"><li>Received financial statement</li><li>Received email confirmation</li></ul></div>
<div>Arrow</div> <div></div>	Direction	<div>This symbol shows direction of the process flow.</div>

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## SAMPLE FLOWCHART DESIGN





# MANAGING AND IMPROVING WORK PROCESSES



## SMALL GROUP ACTIVITY

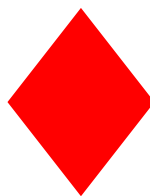
Map a process flow chart showing the steps of the Space Tiger Transport process.



Terminators



Process



Decision



Direction



Document

# MANAGING AND IMPROVING WORK PROCESSES

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PHASE 2 - PROCESS ANALYSIS

## 5 Whys Worksheet

PROBLEM STATEMENT:

ROOT CAUSE:

IMMEDIATE COUNTERMEASURE:

LONGTERM PROCESS IMPROVEMENT:

WHY?  
1

WHY?  
2

WHY?  
3

WHY?  
4

WHY?  
5

# MANAGING AND IMPROVING WORK PROCESSES

## 3 PHASE 3 - PROCESS IMPROVEMENT

### GUIDELINES OF MEASURING A WORK PROCESS

- Measure the process, not the people.
- Measure to improve, not to criticize.
- Measurement should result in data/information that is:
  - ⇒ Simple
  - ⇒ Understandable
  - ⇒ Believable
  - ⇒ Accurate
  - ⇒ Useful



### WHAT CAN WE MEASURE?

- |                          |             |           |
|--------------------------|-------------|-----------|
| • Customer relationships | • Resources | • Delays  |
| • Number of inspections  | • Costs     | • Outputs |
| • Amount of work         | • Quality   | • Time    |

### EFFICIENCY AND EFFECTIVENESS

# MANAGING AND IMPROVING WORK PROCESSES

## ELEMENTS OF PROCESS IMPROVEMENT

<b>Combine:</b>	<ul style="list-style-type: none"><li>• Can any steps in the process be combined?</li></ul>	Notes:
<b>Eliminate:</b>	<ul style="list-style-type: none"><li>• What steps in the process can be eliminated?</li><li>• Is any work being duplicated?</li><li>• How can any delays be eliminated or reduced?</li></ul>	Notes:
<b>Rearrange:</b>	<ul style="list-style-type: none"><li>• Does the sequence of steps make sense?</li><li>• Does the current sequence build in unnecessary delays?</li><li>• Can the steps or sequence be rearranged to increase efficiency?</li></ul>	Notes:
<b>Change:</b>	<ul style="list-style-type: none"><li>• How can this process be changed to increase efficiency?</li><li>• Can a change in resources reduce cost and/or save time?</li><li>• Can a change in technology improve our process?</li></ul>	Notes:
<b>Simplify:</b>	<ul style="list-style-type: none"><li>• What is the simplest way to accomplish the desired outcome?</li><li>• How can the process be simplified?</li><li>• Are the written procedures/instructions easy to understand?</li></ul>	Notes:



**LIST 5 WAYS YOU WOULD IMPROVE SPACE TIGER TRANSPORT PROCESS.**

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## SMALL GROUP ACTIVITY

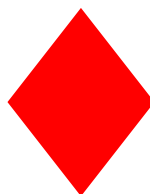
Construct a work process flow chart for something that currently occurs in your work unit. Using the concepts taught throughout this class, determine and record what's wrong with the current process. Map the process "as-is." Do not try to improve it at this point.



Terminators



Process



Decision



Direction



Document

# MANAGING AND IMPROVING WORK PROCESSES



## SMALL GROUP ACTIVITY

### 5 Whys Worksheet

**PROBLEM STATEMENT:**

**ROOT CAUSE:**

**IMMEDIATE COUNTERMEASURE:**

**LONGTERM PROCESS IMPROVEMENT:**

**WHY?**  
**1**

**WHY?**  
**2**

**WHY?**  
**3**

**WHY?**  
**4**

**WHY?**  
**5**

Notes:

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## SMALL GROUP ACTIVITY

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